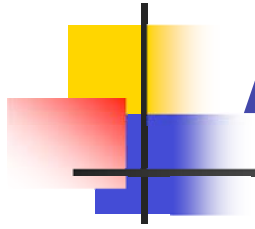




Town of Arlington Financial Summit III

October 2, 2007



AGENDA

1. Purpose of Financial Summit III
2. Review Results from Financial Summit II
3. Small Group Discussions by Topic Area
4. Review of Major Issues to Explore
5. Next Steps
6. Adjourn – 9:00 PM



PURPOSE OF FINANCIAL SUMMIT MEETINGS

To reach out to a diverse cross section of Arlington's residents to continue the process of seeking community input into the priorities for the next five year plan.



Financial Summit II Summary

Town Ideas

- Pay as you throw - Restructure curbside refuse collection
- Increased traffic enforcement/fines
- Duplication of Finance Department in Town Government-Treasurer, Town Manager
- Automate Town Departments and reduce head count
- Town endowment fund
- Move Fox to Gibbs
- Close police and fire, contract with surrounding towns for services
- More efficient fire staffing – match staffing to load (80% of calls during 16 hours)
- Town property insurance pool program
- Diversity training for town employees
- Transfer Water/Sewer to MWRA
- Merge functions of Nurses and Health Education
- Renegotiate Town salaries
- Town centered Medicare HMO



Financial Summit II Summary

Town Ideas Currently Being Explored

- Health Insurance:
 - Join State program
 - Regionalize
 - Examine benefits and revamp
 - Streamline
 - Retiree contributions
 - Illness prevention
- Regionalization:
 - Fire Services
 - Public Health
 - Dispatch
 - Supplies
 - Energy Use
 - Public Works
 - Community Safety Dispatch



Financial Summit II Summary

Town Ideas Currently Being Explored

- Pensions- join State pools
- Consolidate Town-School Facilities where possible
- Review compensation to public employees. Work with unions to rebalance wages vs. benefits
- Energy conservation – energy audit – Lighting, Heating
- Ambulance:
 - Fire Department Paramedics & Expand Ambulance Service
 - Privatize ambulance service- Duplication of fire response & Armstrong Ambulance



Financial Summit II Summary

Education Ideas

- Special Education:
 - Cut costs by grouping students
 - Urge legislature to get more \$\$
 - Economies of scale and efficiency
 - Insurance approach to indemnify town against special education costs
 - Increase cost effectiveness at Spec Ed service delivery
 - Special Ed mandated costs need to be shifted to Town and give schools back the money instead of it coming out of the school budget
 - Pull special education out of the school budget
- Can we have one principal for two elementary schools?
- Can we share specialty teachers like language with other school district
- Schools purchasing – schools working together to reduce costs
- School endowment fund
- Explore alternative uses of active school buildings

Financial Summit II Summary

Education Ideas (continued)

- Explore alternative uses of active school buildings
- Planned program budget in schools (explanation of curriculum)
- More efficient school lunches (reduce waste in food production & disposal)
- Analysis of school buildings
- Combine SS & English head - Get rid of Reading Stipend
- Combine Social Studies/English into humanities
- Cell phone towers on schools
- Minuteman Tech:
 - Minuteman to change governing structure/ withdraw
 - Market Minuteman to other Towns or get other Towns to send more students



Financial Summit II Summary

General Ideas

- Examine all functions for duplication – Zero base budgeting & not base line budgeting
- Override/Debt Exclusion
- Go to a commercial rate for establishing the tax basis
- Increase Revenues
 - Enforce overnight parking
 - Parking Meters
 - Expand revenue base: more commercial taxes, restaurant, liquor, entertainment
 - User fees for services like inoculations, etc. on sliding scale
 - Sell excess properties to bring revenues - 3 elementary schools outside assessment if what we can gain is greater and unload
 - Small pieces of Arlington all over – unusable properties - Invest in them, assess, public auction
 - More user fees – needs based for Health Services



Financial Summit II Summary

General Ideas (continued)

- Commercial Development
 - Favoring commercial development over residential development
 - Change commercial zoning to add more vertical floors
 - Invest in Broadway businesses to populate that street with more tax generating businesses
 - Commercial Development – Mugar Site
 - More commercial base
- Business involvement helping in areas of weakness
 - Volunteer workers – under professional person
- Enhance Tourism-Promote Town tourism



Financial Summit II Summary

General Ideas (continued)

- Pensions:
 - Pension fund investment could be improved to increase returns
 - Join state pension fund (\$750K)
- Community Preservation Act revenue
- Analysis of town buildings every year report to town meeting
- Combine town & school library functions
- Town to sell intellectual property
- Cuts when necessary – broad based – “anti nibbling”
- Explore Private & Public grants
- Energy Efficiency
 - Investigate energy efficiency improvements
 - Solar & Wind power

Financial Summit II Summary

Ideas which require State or Federal Law changes/ action

- Restore cuts in state aid
- Early retirement ages
- Pressure state to do less in mandated programs which town must pay
- Go to 401K's for Town employees
- Change Proposition 2.5
- Adjust Motor Vehicle tax to reflect book values for vehicles
- Adjust Motor Vehicle tax to fuel economy
- Reduce depreciation rate for auto excise tax (rate drops quickly on new cars)
- Local options tax

Financial Summit II Summary

Ideas which require State or Federal Law changes/ action

- Can we use someone besides police officers to deal with traffic to cut overtime
- Allow cash strapped homeowners to turn their homes over to town, give up equity, future property tax charges
- Arts designation – entertainment tax
- Restrict ability of spouses of town workers who are covered by their employers to choose health insurance from Town. Have employer's spouses company reimburse when employees don't use other benefit.
- Privatize cemeteries
- Local option taxes on meals



Financial Summit II Summary

Category

- Public Safety
- Education
- Public Works
- Libraries & Human Services
- Benefits
- Infrastructure
 - Energy
 - Community Development
 - Support Services –General Government
 - Buildings

Methods

- Regionalization
- Fees
- State Aid
- Community Preservation Act (CPA)
- Staffing

Options

- Expand Services
- Reduce Services
- Reduce cost / improve efficiencies
- Increase investment in existing services



Roundtable Discussions

- Review the ideas from Financial Summit II
- Add any additional ideas
- Refine those ideas into the most feasible for reducing costs/ increasing revenue
- Prioritize the ideas for your area
- Present the top ideas to the full group
- Timeframe – 60 minutes